Integrated Logistics Capabilities (ILC) Program

Echelons Of Maintenance (EOM) Migration Project Management Plan

30 November 2000

Document Control Number EOM PMP V2.0

The Integrated Logistics Capability Center (LPI)

Deputy Commandant for Installations and Logistics

Headquarters Marine Corps,

Washington, D. C. 20380-1775

Program Management Approval

Submitted: _____
ILC Echelon of Maintenance Project Officer

Reviewed: _____
Integrated Logistics Capability Center Director

Table of Contents

Section 1 – Introduction/Overview

The Echelon of Maintenance (EOM) Project Management Plan (PMP) presents the implementation strategy for the transfer of management responsibility for selected echelons of maintenance. This document identifies the objectives, initial budgetary considerations, and actions required to implement this concept. Further, it includes a Plan of Action and Milestones (POA&M), which identifies the initial roles and responsibilities within that structure. Appendix A contains the ILC Strategic timelines that are depicted for this initiative.

The realignment of the EOMs within the Marine Corps is the second in a series of Business Process Reengineering (BPR) projects to improve logistics support to the Fleet Marine Force (FMF), and is one of the products of the Integrated Logistics Capability (ILC) Business Case Study. Recommendations from the case study and implementing directives from the Assistant Commandant of the Marine Corps (ACMC), direct the execution of this ILC initiative. The project consists of two phases, initially focusing on the transfer and management of Secondary Reparable (SECREP) maintenance (4^{th} Echelon of Maintenance (EOM)) to the Materiel Command (MATCOM). The Initial Operating Capability (IOC) for the first phase will occur 3d quarter of FY 2001 and Full Operational Capability (FOC) will occur during the second quarter of FY 2002. The second phase of this project will concentrate on the absorption of Organizational Maintenance Activity (OMA) ($2^{nd}/3^{rd}$ EOM) by the Intermediate Maintenance Activity (IMA) level. IOC for the second phase will occur during late FY 2003 with FOC early in FY 2005. Project completion for this entire initiative will occur once this concept is validated as a Universal Needs Statement (UNS) through the Concept Based Requirements Process (CBRP). Project completion is scheduled for FY 2005.

Section 2 – Mission and Objectives

The mission of the ILC Center (ILCC) is to provide an oversight role in the development of this and other logistics BPR initiatives. Additionally, the Integrated Logistics Capabilities Center (ILCC) within the Deputy Commandant for Installations and Logistics (DCMC I&L) Department has the responsibility to identify potential best business practices, internal and external to the Marine Corps, for analysis, testing, and implementation across the Marine Corps logistical enterprise.

The objectives of the ILCC for the management of this project are:

- Provide oversight of project and its two phases from planning through FOC and project completion.
- Identify and assist single process owner(s) responsible for the IOC of each phase of this project.
- Identify and consolidate all data necessary to process this concept through the Marine Corps Concept Based Requirements Process (CBRP).
- Provide project support as required by the single process owner.
- Conduct analyses of existing supply chain and maintenance management processes to assist in determining how proposed changes may positively impact Marine Corps maintenance efforts.
- Review Maintenance Management procedures and provide DCMC I&L any recommendations for policy changes.

- Creation of an implementation POA&M.
- Further define Capabilities & Competencies required to support new structure.
- Develop a Universal Needs Statement (UNS) for submission into the CBRP.
- Establish performance metrics and update business case financial assumptions.
- Analyze change in the structure of the Marine Corps Intermediate Maintenance Activities (IMA) and other organizations affected by the migration of 4th EOM responsibilities to MATCOM and Using Unit level maintenance (2nd EOM) to the IMA.
- Determine cost avoidances/savings potential as a result of outsourcing various maintenance efforts and realigning maintenance from the IMA to MATCOM and the Using Unit to the IMA.

Section 3 – Applicable Documents

(a) MARCORMATCOM Integrated Logistics Capability, Case Study & Appendices, 03/04/99
(b) Integrated Logistic Capability Business Plan
(c) Marine Corps Order 4400.79F dated 2 Feb 90 (Provisioning Manual)
(d) Users Manual 4400-123, section 14 (Baseline for Secondary Reparable Management)
(e) Marine Corps Order P4400.82F (Controlled Items Manual)
(f) MCO P4400.16G Uniform Material Movement and Issue Priority System (UMMIPS)
(g) Marine Corps Order P4790.2 MIMMS Field Procedures Manual
(h) Department Of Defense (DOD) 4140.1-R (Super Regulations, Requirements Determination, Provisioning, and Stock Management)
(i) FSMAO letter 4400 dated 18 May 00 (IIP Special Analysis)
(j) Marine Corps Orders P4400.150/151.
(k) CMC Washington DC (MCCDC) DTG 151600Z Nov 00

Section 4 – Work Scope

4.1 KEY APPROACHES/STRATEGIES, ASSUMPTIONS, REQUIREMENTS AND PROGRAM DELIVERABLES/END PRODUCTS

4.1.1 Project Membership.

The ILCC EOM consolidation management project team is an Action Officer (AO) level group consisting of Subject Matter Experts (SME) participating from across the Marine Corps. Project issues to be addressed by members of other organizations will be announced in time for them to participate and provide input. Due to funding constraints travel will be held to a minimum. Further, membership to the project team will be restricted to those invited by the ILCC. Appendix B contains a copy of the team's charter. Appendix C contains the initial POA&M while Appendix D contains the initial project budgetary information developed for this project. That information can be made available upon request.

4.1.2 Key Approaches/Strategies

The ILCC approach to project management is one of centralized planning with decentralized execution using a Working Integrated Process Team (WIPT). This Project Plan documents the

initial planning process, identifies documentation necessary during any operational assessment, and provides initial guidance in order to submit this concept to the Marine Corps CBRP via the development of a UNS. See Appendix E for a draft flow diagram on the CBRP as well as a UNS format. This information is currently under development but once the process is approved it will be utilized during the submission of the UNS.

From the ILCC perspective there are three steps for the execution of each phase of this project. The first step is concept development, followed by operational assessment/concept refinement, and finally project completion. These three steps will be completed for each of the two phases described in section 1 above and step three for each phase will be combined for project completion.

During concept development, the ILCC in conjunction with the EOM WIPT will develop a Project Plan, Plan of Action and Milestones (POA&M), and possible Courses of Action (COA) for approval by the ILC Integrated Process Team (IPT) or Executive Steering Committee (ESC) as appropriate. The attached POA&M initially identifies the roles and responsibilities and defines initial requirements for the realignment of maintenance management responsibilities within the Marine Corps. In the second step (operational assessment/concept refinement), the EOM WIPT will begin to identify those actions necessary to begin management at each phase IOC to include a detailed POA&M that ends with ownership of the process of each phase's FOC. The third step will be phase completion and ultimately lead to CBRP documentation of a UNS for both phases.

The SCOR supply chain model will be utilized where applicable and adaptations made where necessary during this project because it integrates the well-known concepts of BPR, benchmarking, and process management into a cross-functional framework. It will be utilized to develop the "AS IS" and "TO BE" maintenance management models with the focus of effort on the "TO BE" model. The primary use for the SCOR is to describe, measure, and help evaluate the maintenance functions within Marine Corps. Utilization of the SCOR model will allow for the following:

- Standard description of management processes
- A framework of relationships among the standard process
- Standard metric to measure process performance
- Management practices that produce best-class performance
- Standard alignment to software features and functionality.

During both phases of this project, the EOM WIPT functions as a supporting organization monitoring, documenting, and gathering data for UNS development. During the last step in each phase the EOM WIPT will coordinate with COMMARCORMATCOM and the Operating Forces in order to assemble documentation for the development of the UNS and its submission into the CBRP. Project completion will occur once the EOM initiative has been validated through the CBRP.

4.1.3 Assumptions

There are several assumptions relative to this project:

(1) The documentation from the ILC Case Study provides adequate operational and business logic to develop the realignment of five EOMs.

(2) The definition of IOC, for the purposes of this project, is the initiation of the planning and actions necessary for the migration of SECREP maintenance responsibilities (4th EOM) to MATCOM and selected OMA responsibilities to the IMA.

(3) The definition of FOC is the realignment of the EOM within the Marine Corps.

(4) Analysis of the selected EOMs includes Low Density (LD), Depot Level Reparable (DLR), and Fleet Level Reparable (FLR) SECREPs.

4.1.4 Requirements

To validate this concept, the EOM WIPT must adequately address the following processes.

(1) Maintain or improve readiness within the Operating Forces.

(2) Assess and identify the risks associated with moving the majority of maintenance functions from the UU level to the intermediate level.

(3) Develop a plan for real-time distributed information management.

(4) Identify the requirements necessary to realigning the EOM's.

(5) Identify performance metrics that have application to the enterprise maintenance management chain.

(6) Identify enabling solutions.

(7) Identify structure changes as they relate to the using unit, intermediate, and depot levels of maintenance management.

(8) Identify a more streamlined maintenance process.

(9) Identify a means to transfer responsibility for 4th EOM to the MATCOM as well as selected OMA functions from the using unit level to the IMA.

(10) Examine the reorganization of the IMAs with the realignment of maintenance effort.

(11) Identify manning requirements associated with the realignment of 4th EOM responsibilities to the MATCOM and selected 2nd EOM functions to the IMA.

4.1.5 Project Deliverables

The project deliverable is the UNS. The UNS begins the approval process of the concept in the CBRP and the project is completed once the CBRP validates the EOM initiative.

4.2 PARTICIPATING ORGANIZATIONS AND THEIR ROLES

Appendix C contains a POA&M that identifies the initial roles and responsibilities of the WIPT membership.

(1) ILCC EOM Project Office is the PM for the migration of EOM's within the Marine Corps.

(2) The ILCC WIPT is responsible to develop POA&M and issues for realignment of maintenance management within the Marine Corps.

(3) WIPT. (Guidelines for membership of WIPTs is covered in the ILC Business Plan)

(a) Project Manger: LtCol Erick Lermo, USMC

(b) Assistant Project Manager: TBD

(c) Logistics Engineer: Mr. R.E. Truba, Jr.

(d) Maintenance Management representatives (I, II, III, and MARFORRES, HI, MCAGCC 29 Palms, MCSSS, and BIC)): TBD

(e) MCOMMARCORMATCOM Staff: TBD

(f) HQMC Maintenance Management Policy: TBD

(g) Legacy Software SME: Mr. Michael Cochran

(h) COMMARCORSYSCOM PMIS: TBD

(i) MCCDC (TFS): TBD

4.3 LOGISTICS ACTIVITIES

The POA&M contained in Appendix C identifies the initial major activities and responsibilities of the WIPT. Initial funding requirements for this project have been addressed in the budget plan that is contained in Appendix D. As new funding requirements arise they will be incorporated into the budget plan.

4.4 KEY DATES

Initial Concept Brief/POA&M/Issues	October 2000
Concept Brief/Final POA&M to CSSE Advocacy Bd.	December 2000
4th EOM to MATCOM	
Initial Operating capability	3d Qtr FY 2001
Final Operating Capability	2d Qtr FY 2002
2nd EOM to IMA	
Initial Operating Capability	FY 2003
Full Operating Capability	FY 2005
Input EOM Concept into CBRP	FY 2002
Project Completion	FY 2005

4.5 RISK/PLAN ASSESSMENT

Realigning the Marine Corps' 4th EOM responsibility to the MATCOM and organizational level maintenance (2nd EOM) to the Operating Forces' IMA without initially applying emerging enabling technology or leveraging cutting edge better business practices presents a potential for technical, cost, and scheduled readiness risk.

4.5.1 Technical Risk

The potential for risk exists as the 4th EOM realignment occurs to MATCOM and selected maintenance functions (2nd EOM) are moved from the using unit level to the intermediate level. There is risk inherent anytime the transfer of materiel, people, and money occurs. Beyond FOC the technical risk is high that this project can meet or exceed the expectations of the case study.

Initially, as MATCOM begins to gain ownership of the management and eventual materiel and resources without the application of better business practices technical risk is high. Until the Marine Corps decides on the suite of IT tools, MATCOM will not be able to avoid costs or realize the savings identified in the case study that relate to the this particular ILC initiative.

4.5.2 Cost Risk

Cost risk is medium because initially MATCOM bears the funding responsibility from existing funding lines in FY2000 and FY 2001.

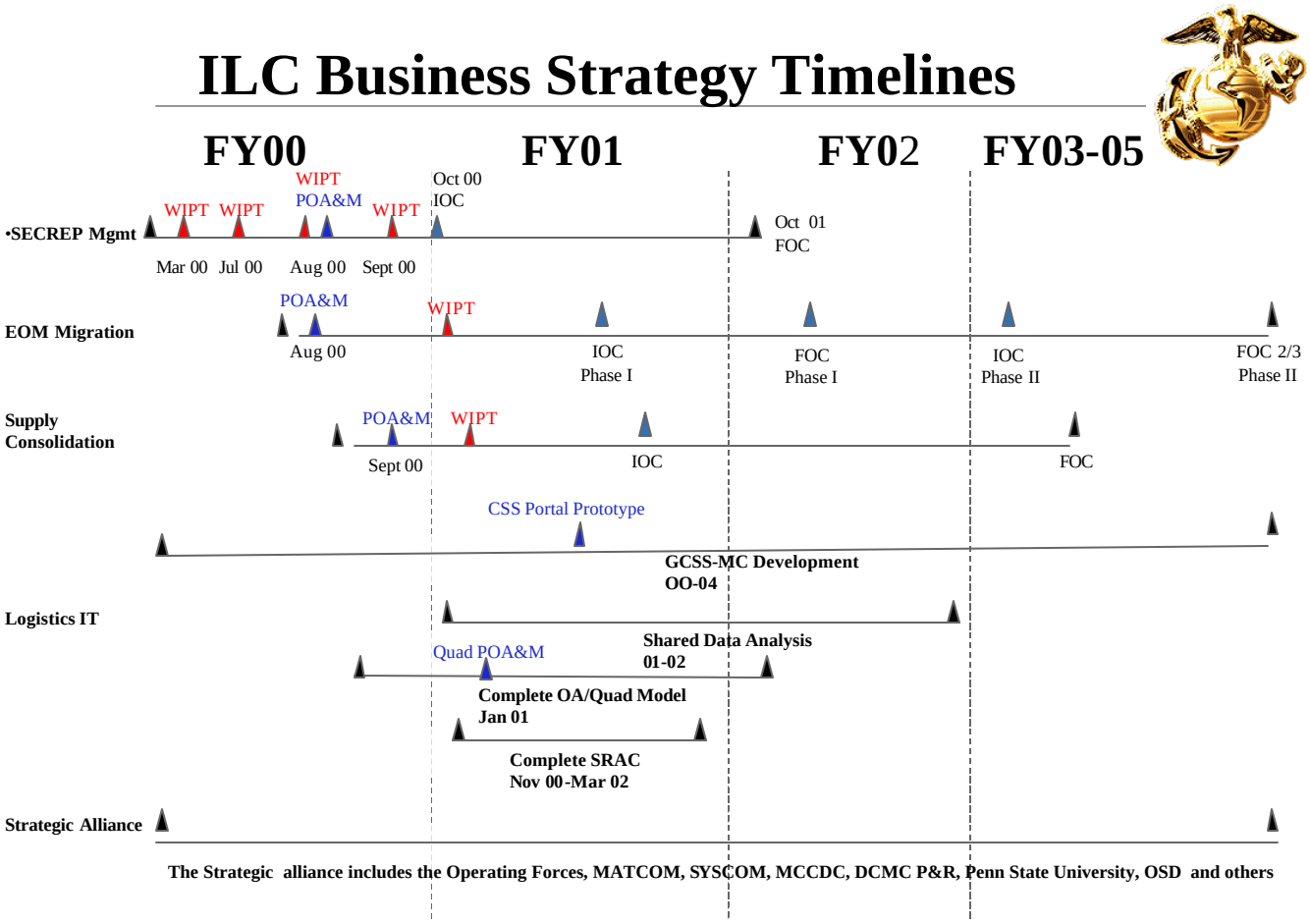
4.5.3 Schedule Risk

The schedule risk is medium for the transfer of 4th EOM responsibilities to MATCOM because MATCOM can currently meet the requirements of IOC with little changes to existing processes. However, the risk to transfer selected maintenance functions (2nd EOM) from the using unit level to the intermediate level and meet the requirements of complete EOM realignment is substantially greater due to the tougher decisions relative to the utilization of resources and unit capabilities.

4.6 GENERAL TASKS/BUDGET PLAN

See Appendix D for the initial Budget Plan.

APPENDIX A. ILC BUSINESS STRATEGY TIMELINES



APPENDIX B. ECHELON OF MAINTENANCE TEAM CHARTER

Purpose. This charter establishes the ECHELON OF MAINTENANCE (EOM) consolidation Working Integrated Process Team (WIPT) within the Integrated Logistics Capability Office. This charter defines its authority, mission, and functions.

Background. The Marine Corps began the ILC initiative with a COMARCORMATCOM directed workshop/case study on 26 October 1998 – 9 February 1999. The results of that initial workshop led to a senior level leadership briefing in late fall 1999. As a result of that briefing, the ACMC issued a program charter to the Commanding General (CG) MCCDC 15 November 99 directing the ILC program be formally organized. CG MCCDC was assigned the responsibility to identify potential business process improvements to be analyzed, tested and fielded once validated. The first step in identifying those potential business process improvements and answering the ACMC charter directed actions was started during a second ILC workshop during November–December 99. This workshop began to further develop the initial ILC recommendations as well as initiate other actions directed by the ACMC charter. Those actions included studying the activities required for the migration of 2nd EOM to both the intermediate maintenance activity (IMA) and to 1st EOM. Further studies examined shifting responsibility for 4th EOM to Marine Corps Materiel Command (MARCORMATCOM).

Mission. Create a project plan to implement a phased migration of the overall Marine Corps' maintenance capabilities. The first phase will include shifting selected maintenance responsibilities to MARCORMATCOM. The subsequent phase will include shifting selected 2nd EOM capabilities and functions from the using unit to the IMAs. Full Operational Capability for these two efforts will be attained by 2005. Using this phased implementation approach, continue to validate the ILC concept. Specific tasks include:

- Analyses of existing supply chain and maintenance management processes (industry best practices) to determine how proposed changes may positively impact Marine Corps maintenance efforts.
- Review and provide to DC I&L recommended policy changes for Maintenance Management procedures.
- Create an implementation POA&M.
- Further define Capabilities & Competencies required to support new structure.
- Develop Universal Needs Statement.
- Establish performance metrics.
- Update business case financial assumptions and develop financial tracking methodology, which examine costs of initiatives to assist in determining success.

Membership. The ILC EOM WIPT is an action officer level group. SME participation from across the Marine Corps is required. Project issues to be addressed by members of other organizations will be announced in time for them to participate and provide input. Due to funding constraints travel will be held to a minimum.

Coordination. The ILC EOM WIPT will meet as directed and report to the ILC overarching IPT Director. The team will promulgate meeting agendas in advance of their meetings and record minutes of any formal meeting (IPRs) for historical purposes and provide tracking systems for

task assignments resulting from these meetings. Because of funding constraints, electronic communications will be utilized to the greatest degree possible.

G. S. McKISSOCK
LtGen, USMC

DC I&L

B. B. KNUTSON, JR.
LtGen, USMC

CG MCCDC

P. M. LEE, JR.

MajGen, USMC

COMMARCORMATCOM

APPENDIX C. PLAN OF ACTIONS AND MILESTONES MATRIX

TABLE C-1. PHASE 1 POA&M

Participants	RESPONSIBILITIES – PHASE I: Migration of SecRep Maintenance to MarCorMatCom	Date	Deliverables	Document Approval Date	Remarks
ILC – R	Establish points of contact with Fleet, MatCom, HQMC personnel to for participation by 1 Oct 2000	10 Sep 2000	Contact SME's and their Commands	6 Sep 00	POCs to be identified prior to warning order msg publication to preclude surprises
ILC – R	Send warning order message regarding establishment of ILC maintenance IPT	10 Sep 2000	• Warning order message • Provide Concept of Ops for EOM migration	CMC msg 120101 Sep 00	• Approve by Dir • ILC Distribute to SMEs
ILC - R	Draft EOM Charter	15 Sep 2000	• Approve by Dir • ILC Distribute to SMEs	Signed by ESC 19 Sep 00	
MatCom - P	From POC list establish IPT and schedule for WIPT meetings 1 Oct 2000		Publish agenda for IPT		
ILC – R	Determine local maintenance facility which meets "best in class" for maintenance for site visit by WIPT. 15 Oct 2000				***Will schedule for WIPT 2 in Jan 01***
ILC – I/P **MatCom – R/I/P** **MarFors – I/P**	Hold WIPT 1 16 Oct 2000 • Quantico • SCOR presentation • ILC presentation – direction • Determine quick wins and plan for their implementation • Baseline MEF's/MatCom maintenance effort. • Begin SCOR AS IS model		Introduce new members to ILC. Brief "As Is" for each MEF After Action message. Begin defining IOC		
DC I&L –R	CSSE Advocacy Board Meeting	Nov 2000	TBD		funding permitting for III MEF visit
ILC – R, A **MatCom - P** **CNA - P** **LX – I**	Determine data requirements request analysis by LX and/or CNA.	10 Dec 2000	Provide list of SecReps of which WIPT requests ABC study of economics supporting maint effort		Review previous LX efforts
MatCom (Maint dir) – R	MATCOM becomes primary POC for SecRep maintenance 16 Dec 2000		- MATCOM leads future WIPTs - Provides overall guidance re: direction of effort		Message will be published announcing this effort.

MatCom – R **ILC – I/P** **MarFors – I/P** **LX – P**	WIPT II 22 Jan – 2 Feb 2001 • Focus on migration of 4th EOM migration to MATCOM • Define IOC • To Be model - continued • Diagram BPIs • Examine Previous ILC efforts • Time permitting – COA development		After Action message Recommend test site		BPIs may be studied in WIPT 1 to examine applicability to Marine Corps maintenance practices
ILC – I **LX - R**	Conduct studies Dec 2000 – July 2001	TBD	TBD		
MarFor – R **ILC – I** **MatCom – I/P**	Conduct IOC	3D Qrtr 2001			
ILC – I/P **MatCom – R/I/P** **MarFors – I/P**	WIPT III July 2001 • SCOR to-be model • Define IOC and organization • COA Development		After Action message		
ILC – I/P **MatCom – R/I/P** **MarFors – I/P**	WIPT IV Oct 2001 • Conduct meeting at IOC site • Emphasis to determine problem areas with implementation • Determine FOC requirements		After Action message		
MarFor – R **ILC – I** **MatCom – I/P**	Conduct FOC (single MEF) Jan 2002				
MarFor – R **ILC – I** **MatCom – I/P**	Conduct IOC (next MEF) May 2002				
MarFor – R **ILC – I** **MatCom – I/P**	Conduct FOC (third MEF) Sep 2002				

TABLE C-2. PHASE 2 POA&M

Participants	Responsibilities – PHASE 2: Shift of 2d EOM to IMA	Draft Due	Deliverables	Document Approval Date	Remarks
ILC – R **MatCom – I**	Confirm points of contact with Fleet, MatCom, HQMC personnel to for participation by 1 Oct 2000	TBD	Contact SME's and their Commands		
ILC - R	Send message regarding establishment of ILC maintenance IPT for OMA to IMA migration	TBD	Message Ensure participants availability for WIPT		
ILC – R **MatCom - P**	From POC list establish IPT and schedule for WIPT meetings	TBD			
ILC – R, A **MatCom - P** **CNA - P** **LX – I**	Determine data requirements and begin gathering of data with LX/CNA.	TBD	TBD		
ILC – I/P **MatCom – R/I/P** **MarFors – I/P**	Host WIPT one. Sep 2002 • Establish direction • Outline business case. • ILC presentation – direction • Determine quick wins and plan for their implementation • Baseline MEF's/MatCom maintenance effort. • Begin SCOR as-is model	TBD	After Action message		
ILC – I/P **MatCom – R/I/P** **MarFors – I/P**	Host WIPT two • As-is modeling • Diagram BPIs • Finalize business case. Dec 2002	TBD	After Action message		
ILC – I/P **MatCom – R/I/P** **MarFors – I/P**	Host WIPT three • To-be modeling – determine organizations • Define IOC • COA dev/analysis. Apr 2003	TBD	After Action message		
ILC – I/P **MatCom – R/I/P** **MarFors – I/P**	Host WIPT four Jul 2003 • COA selection • Conduct meeting at IOC site • Emphasis to determine problem areas with implementation • Determine FOC requirements	TBD	After Action message		
MarFor – R **ILC – I, P**	IOC first MEF Oct 2003	TBD			

LX - I					
MarFor – R **ILC – I, P** **LX - I**	IOC second MEF Mar 2004	TBD			
MarFor – R **ILC – I, P** **LX - I**	IOC third MEF Jul 2004	TBD			
MarFor – R	FOC Nov 2004	TBD			

APPENDIX D. PROJECT BUDGET PLAN

Note: Note: Budget data is available upon request from the project manager.

APPENDIX E. CONCEPT BASED REQUIREMENTS PROCESS

Note: The completed Universal Needs Statement (UNS) is the most important information component in the Concept Based Requirements Process (CBRP). As the primary means of entry into the CBRP, the UNS acts as a work request for current and future capabilities. The UNS identifies operational enhancement opportunities and deficiencies in capabilities. Opportunities include new capabilities, improvements to existing capabilities and elimination of redundant or unneeded capabilities**.** Currently the UNS process within the CBRP is under revision by MCCDC as discussed in reference (I). Upon completion of the Beta Test period, the UNS and its associated developmental process will be briefed to the ACMC via the Marine Requirements Oversite Council (MROC) for final approval. Once approved the UNS and its developmental path will become part of this project plan. The developmental path provided in this appendix is a draft.